

**APPENDIX B**

**ILC COMMUNICATIONS PLAN**

### ABSTRACT

The following document is a Communications Plan for the ILC Initiative. This plan is necessary to establish communications regarding the ILC Initiative and to educate advocacy groups, customers, consumers, and executive leadership. The plan is critical to sustaining the ILC as an acquisition initiative. Also, the Marine Corps will use the ILC as a principal lever to transform and improve logistic support for the warfighter.

The plan identifies objectives and introduces the concept of *TRUST LOGISTICS* as a foundation for reforming logistics concepts, policy, and doctrine. There are key messages for the ILC Spokesperson which are necessary to generate project resources.

The importance of communicating the ILC to primary and secondary audiences is key to establishing buy-in and the associated resourcing. The Program Requirements Group (PRG), the Assistant Commandant of the Marine Corps Committee (ACMC) and Capabilities Assessment Council (CAC) represent the key groups to which the ILC concept must be delivered. The Spokesperson is the mechanism to deliver this message. A series of pre-briefings and read-ahead packages are desired prior to presentation.

This plan also identifies strategies necessary to generate an awareness of the ILC to the warfighters and the external customers (CINCS). Included in these strategies is the use of small-scale demonstration models that capitalize on shared data to generate timely, accurate, and relevant information required by decision-makers. A shared data strategy is the catalyst to shorten and compress the supply chain and to improve asset visibility for resources in store, in process, and in transit.

The document addresses four communication phases required to launch, publicize, educate and support the ILC Initiative, containing activities for managing expectations while educating and informing the internal and external customer base. Accomplishing this multi-step path will create awareness and acceptance of the ILC Initiative to the Warfighter.

The plan selects tactics for the ILC team to create an awareness, generate need (establish urgency), and consolidate executive-level buy-in. Every effort must focus on education as the foundation for communication and provide information that assures buy-in and appropriate resourcing. A schedule of key events is presented for execution. Finally, the plan concludes with a detailed list of next steps to move the ILC Initiative forward.

#### Highlights:

- Generates Buy-in and awareness and warfighters and external customers

## US Marine Corps Integrated Logistics Capability

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- Educate customers, consumers and executive leadership
- Communicate benefits to assure appropriate resourcing

### PURPOSE

The purpose of this communications plan is to outline a usable strategy to inform Marine Corps Logistics customers, both internal and external, of the objectives, key messages, target audiences and strategies necessary to resource, develop, implement and sustain the ILC concept. This plan represents a comprehensive approach to ensure that the ILC is represented by a single voice from within the Marine Corps Logistics community.

The ILC Communications Plan is intended to satisfy communications and marketing requirements for this concept. The ILC initiative is an information systems building process, including operations, maintenance and engineering, planning and administration, and sales and marketing as primary functions necessary to support the process.

This plan will focus on functional and business improvements. To be fully effective, these improvements require a significant investment in the Information Technology enablers necessary to maximize the benefits for this initiative.

### OBJECTIVES

This plan announces a series of primary and secondary objectives to ensure that the ILC concept satisfies the unique needs of logistics related to Warfighter support and consensus building for this initiative within functional, technical and acquisition domains.

#### ***Primary***

- Announce the program as the single most important objective for improving logistic support to the warfighter.
- Develop a strategy to announce a *TRUST LOGISTICS* paradigm that equals *TRUST TACTICS* from a warfighter's perspective. (Craft in a manner that eliminates bumper sticker mentality.)
- Ensure Marine Corps executive leadership sustains the ILC as a primary initiative for the logistics community.
- Demonstrate success in managing core competencies as the foundation for building loyalty and trust for logistics.
- Introduce a concept to transform professional expectations for logistics support to parallel the way in which personal expectations are managed.
- Consolidate a buy-in position for the ILC at all major Enterprise decision points.

### **Secondary**

- Ensure that sufficient resourcing is available to sustain the ILC.
- Charter the ILC SPOKESPERSON and acknowledge that the Spokesperson is the functional advocate.
- Ensure that acquisition strategies are understood, streamlined and practical.

## **KEY MESSAGES**

In order to satisfy the objectives of this plan, a number of key messages are constant throughout the building process and the associated communication phase. These key messages are intended to deliver strategic points necessary to ensure resourcing and program support at all necessary levels within the Marine Corps.

The key messages should be understandable at all operational and planning levels. In order to do this, each member of the ILC Team, including the Spokesperson, must demonstrate consistency and reliability in delivering these messages. The key messages become the foundation for communication activities that are then the enablers for critical resourcing decisions. The key messages must be pointed and believable, and show value to the ILC customer base (internal and external.) The following are recommended ILC key messages:

- World-class warfighters need to be sustained by world-class logistics support.
- Institutionalize a *TRUST LOGISTICS* paradigm to complement *TRUST TACTICS* for value and reliability in logistics support.
- The ILC is an innovative, practical and executable program that complements the USAF Lean Logistics and US Army Velocity Management programs. Institutionalize the ILC as a springboard for gaining quantum improvements in logistics support.
- Best Commercial Practices are required to improve and compress the supply chain for tomorrow.
- Integration of policy revisions, new business rules and streamline procedures for information technology are needed to dramatically improve support to the Warfighter.
- The ILC initiative is a means to reduce costly overhead and capitalize on accurate information as an enabler to reducing inventory (“I for an I”).

- The ILC initiative is a “road map” for acquisition managers, logistics planners operators, and Warfighters and acquisition managers.
- By sharing valid and accurate data, we improve visibility and quantify important decisions for resource management. Shared information in common data repositories is a foundation for the ILC.
- Reformed procedures will rely on a perfect order and use vendor-owned and managed inventories. These inventories are the result of collaborative and strategic relationships.
- Materiel managers, using new business rules and streamlined policies, will separate the flow of material from the flow of information which industry has demonstrated to greatly improve supply chain network performance.
- There is a 24-month timeline to institutionalize program objectives and conclude transformation activities.
- Future logistics support and materiel management will rely on strategic alliances, partnering and collaborative relationships.

The transformation aspects of the ILC have great significance over the future of the Marine Corps. Recognizing that many program events are building blocks to the ultimate success, a series of key messages are necessary at the conclusion of these foundation events. These key messages should be progress report cards and could be coined ‘ILC Barometer Notes’. What follows are some examples of barometer notes that should be distributed in the widest possible manner.

### ***Recommended ILC Barometer Notes***

- Momentum is the key to results. (message: time is money and we are going to use the process to keep us on track, integrate project variable, present progress and quantify savings to our customers)
- ILC Is Important and We have a web site.... Facts summaries and Progress Notes are included there. Please check the ILC Web Page weekly. The ILC Team will post significant events and progress assessments at this location.
- IT
  - We’re moving forward with the migration business

- ❑ The ILC was charted to stop the bleeding
- ❑ A collaborative effort driven by MCDCC has resulted in a Systems Realignment and Closure Team that will review and make recommendations on the most efficient way to focus IT resources.
- ❑ We've designed and fielded a superb capability (MRIS like). This capability provides our managers and technicians visibility into critical resource repositories both inside and outside Marine Corps.
- Organizational Transformation
  - ❑ We've validated new policy in a working environment and it truly does result in the savings that we thought possible.
  - ❑ We have reorganized the Maintenance Battalion. The regenerated organization is up and running and we've provided over 400 Marines to the Commandant for redistribution
- Key events that are completed and validate ILC recommendations should always be announced to the widest possible audience, by the fastest possible means.

## TARGET AUDIENCES

In order to be effective, the information in this plan must reach the target audiences that impact the ILC. The audiences are divided into the following categories: those who would oppose the effort; those who would be unaware of the effort; those who would let it happen; those who would help it happen; and most significantly, those who would make it happen.

### ***Primary***

One of the first and most important audiences is the CAC from the MCCDC, which is the key first step to institutionalizing the ILC concepts through the Combat Development Process. Other primary audiences in the Marine Corps are the PRG, ACMC, Logistics Executive Decision-Makers (FSSG Commanders, Base & Station Commanders); Deputy Chief of Staff for Installations and Logistics (DCSI&L); and the Commanders Marine Forces (MARFOR's). MARFOR Commanders are included in the ACMC Committee while principal staff officers are permanent members of the PRG (DC/S P&R; DC/S PP&O; DC/S Manpower; CIO; DC/S I&L; Commandants General Council; DC/S Air; Commander SYSCOM). The Commandant of the Marine Corps (CMC) and The Commander in Chief of Unified Commands (CINCS) are also in the primary tier. This target audience dramatically impacts the ILC since the structure identified above will, in most instances, make the program happen.

### **Secondary**

Prominent contacts in the secondary tier are not any less important than those in the primary tier. However, these target audiences provide encouragement for the ILC and let the program happen, and in some instances, help it happen. This secondary tier may also provide resources and encourage re-use of concepts, methodologies, models, and strategies that accelerate the ILC process. Secondary target audience are The Deputy Undersecretary of Defense, Logistics (DUSD (L)); Commander Defense Logistics Agency (DLA); Joint Logistics Commanders (JLC's); Council of Logistics Directors (COLD); Council of Logistics Managers (CLM); Industry Strategic Partners.

Also included in the secondary tier are Marine Corps Logistics professionals (planners, operators, maintainers) and civilian counterparts at the various support echelons. This audience should not be overlooked and the buy-in of this unique professional segment is critical to the success of the ILC Initiative.

### **STRATEGIES**

Previously stated objectives are fundamental to the Communication Plan. The strategies should accomplish an awareness of the ILC and quantify the benefits of this process to the Warfighter as well as external customers. The development of strategies assumes that the Commander MATCOM will be the designated Spokesperson for the ILC. Based on this assumption and the previously identified objectives, a five-tiered strategy is recommended.

- A primary selling point for the ILC is *TRUST LOGISTICS*. In order to accomplish this, we must demonstrate the value and reliability of the support provided by the ILC. This manifests itself in more accurate, timely, valid and relevant information available to the decision-maker. This quality of information is available by using a shared data strategy that enables a more refined C2 capability and improved visibility for resources and materiel provided by the supply chain.
- We need to demonstrate how the ILC Initiative substantially reduces logistics overhead (in all resource forms), and how these resources will be redirected to other priorities. This approach can offset current spending, or reinvest appropriately towards future capabilities.
- The Spokesperson should use every available form to discuss how the ILC contributes to the transformation of the Marine Corps logistics enterprise and what the benefits from the transformation are to the warfighter and the CINC's. Leverage



shared information as the primary enabler to identify and quantify (if possible) benefits to the CINC's.

- Capitalize on the effectiveness of the Commandants Planning Guidance (CPG) and White and Green Letters to endorse the ILC Concept. In conjunction with this, use QUAD FSSG Conferences, Logistics Generals Conferences, General Officer Off-sites, and other similar forms to continually announce and update ILC progress and utility.
- Use available small-scale demonstration models to show the benefits of shared information available through standardized shared data to a shortened and compressed supply chain. Also in this regard, develop quantifiable examples of collaborative and strategic partnering as a method of reducing inventory and reducing overhead.

A consolidated strategy for communicating the ILC initiative is based on face to face communication with key decision-maker at all levels of the enterprise. Secondary to face to face communications is the use of audio-visual resources: Compact Discs (CD), Video news release (VNR), Video Tele-Conferencing (VTC) and Internet web sites. A third strategy is other promotional products demonstrating the effectiveness in verifiable terms for the selected ILC activities. These products can be handouts, fact sheet addenda, progress reports, and situation reports.

The primary delivery method must be face-to-face communications accomplished by the ILC Spokesperson(s).

### **PROGRAM OVERVIEW**

From a communications perspective, the key to generating executive support and necessary resourcing for the ILC is awareness and realism. Education of the target audiences, both logistics and non-logistics, is relative to the ILC capability and objectives that dramatically impact decision-makers and influence customer acceptance for this concept. By educating our target audiences, a favorable expectation emerges for the ILC and causes a sense of urgency for the associated products and services.

Concurrently, logistics community must establish an expectation for streamlining and high re-use of available products and methodologies. This supports the high velocity critical path for ILC availability. This approach clearly states that the community intends to use acceptable procedures to accelerate policy revision, streamline procurement, consolidate the ILC into the CDS, and improve life-cycle management.

The above activities should be accomplished using Best Commercial Practices as appropriate to Marine Corps policy, doctrine and procedures.

To achieve the stated objectives, this Plan identifies a multi-step critical path of awareness, acceptance and resource support for the ILC. Each step is designed to focus on the benefits of the ILC and to satisfy the overall issue of transforming logistics processes for the Marine Corps. This approach uses multiple communications vehicles that are judged to produce the highest impact on our key target audience directly through information exchange, advocacy groups and DoD leadership.

Activities will commence immediately at the conclusion of the final Executive Checkpoint in early February 1999. These activities are timed to generate momentum and provide consistent exposure for the ILC messages packaged to appeal to our primary and secondary target audiences.

The process follows the steps listed below:

- *Educating ILC Target Audiences.* This requires a substantial effort and an in-depth understanding of the ILC. Instituting this activity should be shared between the MATCOM and SYSCOM. Every possible forum is available to publicize the benefits of the ILC, and to quantify its utility to the warfighter and JV2010. As the ILC emerges, use Road Shows, "Personal For's" (P4's), White Papers, Pre-Briefings, Statistical Data and Professional Seminars to reach the target audience. This activity should begin in late February with an announcement of the results of the ILC analysis and identification of the critical next steps. Accomplishing executive-level buy-in is the most critical outcome. The Spokesperson or designated professional representative are the best conduits for conveying this message
- *Launch the ILC.* This should be accomplished not later than 16 February 1999, with clearly defined follow-on initiatives designed to maximize program benefits and maintain velocity. This is key since a long period of inactivity before following events begin causes the program to lose momentum and in many cases, erodes customer confidence in our ability to make the concept a reality. During this phase, announce the establishment and sponsorship of an ILC Program Office sponsored by the single process owner for logistics.
- *Publicize key ILC data.* Based on the progress of the ILC analysis, significant meaningful data is available. This data is being compiled in the ILC Fact Book and is considered to be the basis for comparative analysis and benefit summaries necessary for the ILC to sustain executive-level support. ILC data should validate what is possible using Best Commercial Practices, how quickly a capability can be procured, and reliable estimates of the benefits to the Warfighter.

- *Supporting ILC Follow-on Initiatives.* By using this plan and yet to be developed implementation and acquisition strategies, the Commander MATCOM has the tools to maintain momentum for critical path activities. Primary of these is the resourcing profile and direction related to re-use and appropriate COTS products necessary to establish a foundation for the *TRUST LOGISTICS* paradigm. As appropriate, resource reallocation, acquisition initiatives and procedural realignment (policy) should be publicly announced as significant events occur. The objective of this step is to maintain momentum, while clearly identifying initiatives that reduce inventory, transform procedures, and measurably improve support.

### TACTICS

Selecting manageable tactics for the ILC initiative is the ultimate key to effective communications. Well-designed tactics create an awareness, generate a need (establish an urgency), and consolidate executive-level buy-in for the program. By understanding that education is the predominant element of the ILC tactical plan, every effort must focus on information that generates buy-in and assures appropriate resourcing.

### LAUNCHING

Prior to launching the ILC, there needs to be an objective that drives a passion for change. In the Marine Corps' case, we can look at private industry and understand that the profit motive is a factor that makes industry more aggressive in accommodating change. Our message should revolve around a bottom-line that equates "Readiness to the Bottom-Line" by using a revolution in business affairs.

A second objective is to identify a Spokesperson. Previously, it was assumed that the CG MATCOM would serve as the ILC Spokesperson. With an effort of this magnitude, there is also latitude for other Spokespeople. Examples of other Spokespersons are Deputy Director of MATCOM; an FSSG Commander; a SYSCOM professional; a DUSD (L) representative; or a highly visible warfighter.

The Commandants Planning Guidance is also a necessary endorsement as well as Personal Correspondence originating from his office in the form of White & Green Letters.

A press release originating from the MATCOM is a desired prerequisite to launching. The press release should be clear and to the point and describe the desired objectives for the ILC analysis. Also, it will identify key players and provide background

material that move the process forward. The press release should also identify the Spokesperson.

Selected information should also be available to the Press. This information includes the news release, a fact sheet on Marine Corps logistics, the Spokespersons biography, and a short graphic on the basic ILC concept and how it will improve logistics. Major operational commands that will contribute to the ILC implementation will also be identified.

Consolidate summary information gathered from the ILC case study and fact sheet using a revolution in business affairs theme. This information is appropriate to amplifying articles published by Federal Computer News, Defense News, The Federal Manager, DSMC Program Manager and other professional publications.

An additional enhancement is a Video news release announcing the start of the ILC and providing anticipated benefits. A VNR provides a controlled, broad-reaching vehicle for packaging key messages. Distribution will occur via normal communication channels directly to the top 50 broadcast markets influenced by DoD activities. The VNR can include animation to demonstrate how the ILC will work. By simplifying the concepts into a moving graphic, consumers will gain a better understanding of the impact of the ILC. Additionally, animation increases the likelihood of media pick-up by converting technology to lay-language.

MATCOM will also provide Public Affairs Offices ( PAO's) with copies of the VNR in order to supplement marketing efforts through their local media outlets--TV, radio, print.

Media outreach is an effective launching technique. To use this technique, Marine Corps PAO can directly contact reporters for consumer print and broadcast outlets, and support group newsletters. When possible, the Spokesperson will be interviewed by the media.

## **PUBLICIZING**

Publicizing the ILC will be most effective using informal communications. By using SITREPS, P4s, E-mails, and the ILC web page, these activities are the purview of the MATCOM Commander / Spokesperson. SITREPS are most effective when published immediately at the conclusion of key events (kick-offs, checkpoints, major design and development efforts.)

News releases are also effective when publicizing the ILC. This form of response is appropriate when key activities are completed and satisfy key objectives. The best

format is always framed with quantifiable examples (savings, resource redistribution, materiel improvements and readiness enhancements.) Direct quotes from core team members are also appropriate.

Conferences and executive groups are primary to educating, understanding and publicizing the ILC. The focus here is the PRG and the ACMC Committee. These groups are key to sustaining the ILC throughout the budget process and within the framework of the acquisition process. Pre-briefings are also acceptable and should be conducted by the Spokesperson or a designated local representative. A read-ahead package is appropriate prior to the pre-briefings with factual information, news releases and methodologies included.

Publications are an important communications vehicle. The Gazette, Leatherneck, Command Newsletters are also available and should be used. Encourage guest authors to describe progress or significant events. Articles submitted for publications should be every three months.

Video teleconferencing may also be use by the Spokesperson or a direct representative. A five-minute presentation is sufficient and should contain high animation characteristics.

A Video Promotional Tape (VPT) describing the ILC is highly effective. A VPT provides factual information as well as a pre-packaged key message. The VPT can include animation to demonstrate how the ILC works. By simplifying the concepts into a moving graphic, consumers will gain a better understanding of the ILC.

## EDUCATING

The ILC Team and the Spokesperson have powerful roles in educating leadership advocates, customers and consumers concerning the ILC concept. The process of educating and informing will carry through the life of the project. The following are examples of education resources that may be applied:

- Penn State University partnership;
- Marine Corps professional schools;
- ALOC; AWS; CSC; MCSSS;
- Intermediate level schools;
- Civilian Best Practices Seminars;
- Council of Logistics Managers (CLM) (1999 Conference with a specific track chaired by the MATCOM Deputy Director);
- Professional Seminars; such as The Logistics Institute, SOLE, ect.
- Professional associations.

## **SUPPORTING INITIATIVES**

A clearly defined implementation plan is also essential to informing advocacy groups, customers, and end users of the schedules and methodologies used to implement the ILC. This process should also be outlined as a presentation to key advocacy groups represented by the ACMC Committee and the PRG.

Marketing and information tactics does not solely drive the availability of the ILC. The ILC Core Team must ensure that streamline tactics extend to acquisition strategies, implementation initiatives, and policy review and revision activities. By using effective communications and information dissemination, abbreviated time frames and appropriate resourcing are more likely to occur at the correct intervals.

A business case originating from fact is a key information product. The business case can be decomposed to an electronic presentation and positioned at the ILC web site. Animation may also be included to compliment the impact of the business case.

Policy review and revision, new business rules, and process improvements are also information elements that should be available to the consumer and advocacy groups. The web site is appropriate for presenting these elements of information.

## **KEY INFORMATION ACTIVITIES**

Commandants Planning Guidance and ILC White Letter – September 1999

Identify Spokesperson and Spokespeople – March 1999

News Releases – March 1999, June 1999, September 1999, January 2000

Conferences: General Officers Off-site – Yearly during January

Logistics General Officers Conferences – Semi-annually

Video Promotional Tape – April 1999 (Spokesperson and supporting cast)

Publications – Semi-annual article as directed by Spokesperson

ALMARs – As appropriate. Initial release April 1999

Situation Reports – As required when directed; at the conclusion of key program events.

### **EXECUTION**

This plan will be executed as directed by the ILC Spokesperson. Certain elements may be delegated as appropriate to either staff members, other Spokespersons or supporting resources. Direct liaison is authorized for ILC Team members and those staff agencies, action officers, or subject matter experts who are contributors to the ILC. The ILC Team will assist in execution of this plan. The Next Steps are identified in the following Attachment.

### **IN SUMMARY**

Effective communications is a critical success factor for the ILC. This plan outlines a strategy to communicate significant events, progress reports, special messages, command guidance and Marine Corps policy regarding this keystone activity. Communications is also the foundation for a story developed on common ground. It is not a story about Marine Corps logistics, it's a story of logistics being part of the bone and muscle that hurls the spear forward. The energy to hurl the spear is in the resources provided to the program. The communications plan is intended to help us craft a message that demonstrates the value of the ILC and justifies the allocation of these valuable resources.